CHAPTER 1

INTRODUCTION

COMBINED ARMS TRAINING STRATEGY

A Combined Arms Training Strategy (CATS) is being developed to provide guidance on how the total Army trains and to identify the resources required to support that training. Upon implementation, CATS will integrate the training of armored, light, aviation, and special operations forces (both active and reserve component) soldiers in both the unit and institution environments. It will enable the Army to identify, procure, and manage the training resources which are vital to achieving and sustaining combat readiness.

The CATS initiative has evolved from expected resource constraints and the resulting need for more efficient training. The CATS concept envisions an overarching strategy that will enable the Army to focus and manage all unit and soldier training in an integrated manner. At the heart of CATS is a series of proponent-generated unit training strategies that *recommend* training events and frequencies and that identify the training resources needed.

CATS is *descriptive* and not prescriptive in nature. The strategies, which provide field commanders with a descriptive menu for training, recognize that while there may be a "best" way to train to standard, it is not likely that all units will be able to execute each strategy precisely as written.

On revision of FMs 25-100 and 25-101, CATS coverage will be included.

THE UNIT TRAINING STATEGIES

Each unit training strategy is a descriptive strategy for training and sustaining soldier and collective task proficiency within the unit. The tasks to be trained at a particular unit will be based on the unit's METL. The unit strategies in this TC cover Quartermaster units.

Each unit training strategy has three major components or substrategies--Maneuver/Collective, Soldier, and Gunnery. These are described below.

Maneuver/Collective Strategy

The maneuver/collective strategy provides an annual training plan with recommended training frequencies for key training events in a unit. The training events are covered more fully in FMs 25-100 and 25-101 or the glossary of this TC. The strategy, which will help a unit maintain MTP standards, also depicts the resources required to support each training event.

Soldier Strategy

The soldier strategy provides an annual plan for training and maintaining individual soldier skills. It lists the resources required to support soldier training and links with and supports the maneuver/collective training strategy.

Gunnery Strategy

The gunnery (weapons) strategy is based on weapons found in the unit. It provides an annual weapons training plan and depicts the resources required to support this training. The Infantry School, the proponent for small arms and crew-served weapons, developed the strategies. These strategies can also be found in DA Pamphlets 350-38 and 350-39 and appropriate weapons FMs.

THE TRAINING PLANNING PROCESS

Figure 1-1 shows a three-step training planning process. FM 25-101 describes this process that is based on the unit METL and that ends in training execution.
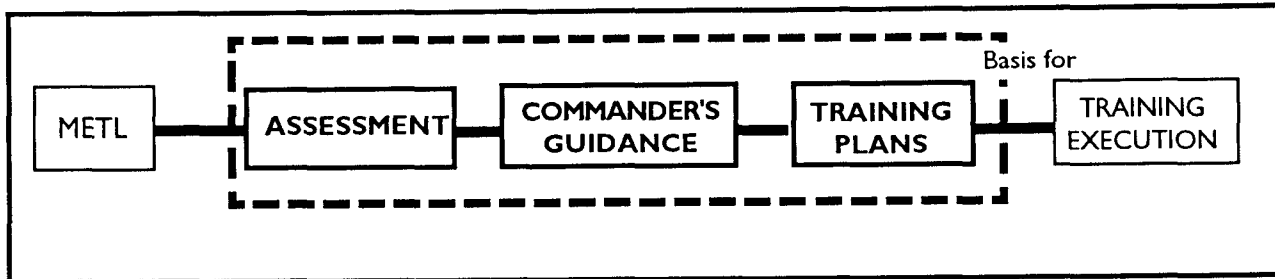
Figure 1-1. Training planning process

CATS does not replace this process. Rather, it serves as straining tool to enhance the commander's ability to manage his or her training and to optimize the use of scarce training resources. CATS unit strategies describe recommended training events and their frequency. Your unit may train all or some of these events. Your training frequency may or may not match that in the CATS strategy. Whatever a unit's training requirements, CATS provides a framework for making decisions on the training to be conducted. The training strategies outlined in CATS will help commanders at all levels develop and execute a more efficient training program. Any given strategy addresses all Armywide units of the same TOE. The specific makeup of a unit's training program will depend upon its METL, guidance from higher headquarters, and the resources available in the installation or training environment. CATS is descriptive in nature and is intended to be used as a guide for the commander.

TRAINING PLANNING DEFINITIONS

FM 25-100 and FM 25-101 provide detailed information on training and the steps in the training planning process. Brief definitions are provided here for the basic terms (Figures 1-1 and 1-2) used to describe this process.

Mission Essential Task List

The METL is an unconstrained, unprioritized statement of the tasks required to complete the wartime mission. It is a primary source document for planning training.

Assessment

Assessment marks the beginning of the training planning process. It is the commander's evaluation of the unit's level of training compared with METL requirements.

Commander's Guidance

This consists of the long-range planning calendars and command training guidance issued to the commander by higher headquarters. It serves to focus the training efforts of the unit according to command priorities. The commander in turn issues CTG to subordinate units.

Training Plans

These are the training schedules and other supporting documents that set forth the commander's training guidance.

Training Execution

This reflects the actual conduct or performance of the training scheduled in the training plans.

CATS AND THE TRAINING PLANNING PROCESS

Figure 1-2 shows CATS applied to the three-step training planning process. The paragraph below explains how to apply CATS to this process.

The commander determines the exact events and tasks to be trained based on the unit METL and guidance from higher headquarters. The unit trains these tasks during events established by FMs 25-100 and 25-101 and their proponent-based CATS. Command group, staff, and unit commanders train their METLs by training soldiers, leaders, individual staff cells and sections, staffs, and units in their wartime tasks. The command group and staff apply CATS to their training plans by applying the training events, frequencies, and critical gates contained in strategies to the CTG in developing their training plans. The critical gates ensure that basic tasks are performed
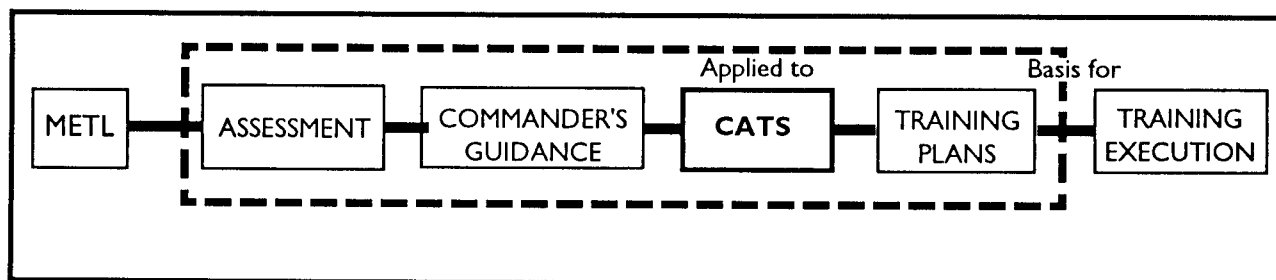
Figure 1-2. CATS and the training planning process

and evaulated prior to the soldier or unit progressing to more complex or intensive tasks. The performance of training gate tasks is always evaluated by the commander and serves as the basis for additional training efforts. For example, a STAFFEX should be used to train METL tasks prior to conducting a complex and resource-intensive event like a CPX. The collective training tasks trained in the STAFFEX are evaluated by the commander and may serve as the basis for additional cell or staff section training or another STAFFEX prior to the execution of a CPX.

TADSS-based training uses a mix of TADSS and field training. The strategies show those TADSS currently within the Army's training system or those that will be fielded by the end of FY 94. TADSS-based training may not yet be available at your installation or training environment.

The strategies can be viewed as training plans for generic-type units. They do not address special environmental or other factors that might apply to specific units (for example, MTOE, mission, particular training weaknesses and strengths, or the commander's guidance).

Inserting an extra step into the training planning process, commanders apply the components of their unit CATS to their particular training programs and environments. The optima] frequencies identified in the strategies may have to be adjusted based upon a unit's training status or its resourcing.

THE PLANNING PROCESS

CATS serves as a training management and training resource identification tool for the commander. As a training management tool, it allows the commander to more efficiently manage his or her training program with often limited resources. As a training resource identification tool, it identifies the resources available within the Army's inventory to conduct training. The availability of those resources will vary, depending on your location. To understand how CATS fits into the planning process, read the following brief summary of planning information from FM 25-101.

Long-Range Planning

The long-range planning process starts with an initial assessment. It ends with the identification, integration, and execution of required training within the CATS framework.

Assessment. Using their own individual evaluation of training status, the input of subordinates, and the results of formal training evaluations, commanders assess their unit's current training level on METL tasks. The assessment serves as the basis for the commander's training strategy for sustainment and improvement training. Commanders at all levels perform this function. An integral part of the assessment is the identification of required training resources and shortfalls. Within this framework is CATS. The CATS strategy--

• Is METL focused.
• Incorporates combined arms training.
• Identifies who, what, when, and whereto train.
• Has a logical sequence of execution.
• Identifies the type of exercise to be trained.
• Determines the frequencies of a given task.
• Coordinates all events.
• Matches resources to requirements.
• Results in the commander's training guidance.

Commander's Guidance. Senior commanders provide subordinate commanders with long-range planning calendars, the commander's training guidance, resources to train, and protection from training distractions. Senior commanders may often recommend training event frequency. CATS provides a convenient vehicle for the transmission of the comrnander's training guidance. It serves as the basis for the long-range calendar. It provides subordinate commanders with recommended frequencies for training events.

Execution. For an example of how CATS fits into the long-range training process, we will use a situation where a strategy recommends a specific number of STAFFEXs annually.

For example, a command and staff maneuver/collective training strategy recommends 12 STAFFEXs annually. The optimal training frequency is for the staff to train this event 12 times in a given year, 1 STAFFEX a month.

CATS gives you the flexibility to adjust training events to meet your particular requirements. Events can be adjusted as long as critical gates are accomplished. A STAFFEX could be a critical gate for a CPX. You should conduct and evaluate any event that is a critical gate before conducting the more complex task or tasks grouped in a training event. Gates serve to ensure that basic tasks essential to the successful performance of complex tasks are trained and evaluated first. Critical gates may also serve as a type of rehearsal for a follow-on training event.

Assume that your commander has identified staff operations as a particular weakness in your unit. Your commander decides that he wants to run staff exercises twice a month to train the staff.

Using this guidance, you simply go to the strategy table or matrix and substitute 24 for 12. If the frequencies for the other events are acceptable, you now have a completed commander's strategy. In this manner, a CATS base strategy is tailored to meet a commander's assessment of training needs.

Besides now having a completed strategy, you have also identified the required resources for training. By reviewing the headquarters and the headquarters company or detachment strategies concurrently,

an integrated training package can be developed. That package supports the training needs of the soldiers in the HHC or HHD while simultaneously supporting METL training for the command group and staff.

Short-Range Planning

The guidance that results from the long-range planning process is refined further at the short-range planning stage. Subordinate commanders use this guidance to create their training calendars. An example of a command group and staff unit quarterly training calendar using CATS manuever/collective stategy applied to a short-range training plan is shown in Figure 1-3.

■ For the first month shown, the collective tasks trained during the weekly cell/staff section training periods support METL tasks and are trained according to the commander's assessment and priorities for staff training outlined in the CTG. Soldier training tasks trained during this month are soldier or leader tasks supporting performance of the collective tasks to be trained during the weekly staff training sessions or the monthly STAFFEX.

Performance of the STAFFEX substitutes for ceil/staff section training in Week 4. Cell/staff section training can be driven by the conduct of a MAPEX or LCX and satisfied by the performance of a CPX, STAFFEX, TOCEX, or TEWT.

■ For the second month, training concentrates on staff METL tasks identified as priority in the CTG. Training time here could also be spent training tasks evaluated as NO-GO during the first month's training. Training exercises such as an LCX can be utilized to drive training during these periods. LCXs can also be used to enhance staff coordination.

Performance of the TOCEX during Week 3 substitutes for performance of the monthly STAFFEX that would normally be conducted here. Commanders may have to modify or extend the training period of the TOCEX to include training tasks that would have been normally performed in the STAFFEX. A STAFFEX can also be satisfied by the conduct of a CPX or TEWT. A STAFFEX can be driven by the conduct of a MAPEX or LCX. Tasks rated as NO-GO during the TOCEX can be trained during Week 4.

FIRST MONTH	
WEEK 1	Cell/Staff Section Training
WEEK 2	Cell/Staff Section Training
WEEK 3	Cell/Staff Section Training
WEEK 4	STAFFEX
SECOND MONTH	
WEEK 1	Cell/Staff Section Training
WEEK 2	Cell/Staff Section Training
WEEK 3	TOCEX
WEEK 4	Cell/Staff Section Training
THIRD MONTH	
WEEK 1	Cell/Staff Section Training
WEEK 2	TEWT
WEEK 3	Cell/Staff Section Training
WEEK 4	CPX

Figure 1-3. Recommended command group and staff quarterly training calendar using CATS maneuver/collective strategy

■ During the third month, the TEWT shown for the second week substitutes for the ceil/staff section training that would normally be performed that week. Ideally, the TEWT discussion points and learning objectives would support and reinforce collective tasks trained in the previous month's cell/staff section, STAFFEX, or TOCEX training periods. The commander may also structure the TEWT to train staff coordination and integration in preparation for the upcoming CPX (Week 4). Cell/staff section training can be driven by the conduct of a MAPEX or LCX and satisfied by the performance of a CPX, STAFFEX, TOCEX, or TEWT.

The CPX shown for the fourth week substitutes for the STAFFEX that would normally be performed during the month. A STAFFEX can be satisfied by the conduct of a CPX, TOCEX, or TEWT. A STAFFEX can be driven by the conduct of a MAPEX or LCX.

As can be seen in the above discussion, the commander structures the training program using recommended CATS training events, frequencies, and critical gates to support METL training. Weekly, monthly, or quarterly training events can be conducted independently or integrated into other collective training exercises. In scheduling training, the commander should take maximum advantage of higher headquarters directed events to accomplish recommended CATS training events.

Horizontal and Vertical Integration. In executing training strategy, the commander vertically integrates his training requirements with training requirements identified in training directives or the CTG. Additionally, the training strategy is horizontally integrated with the supported commands (division or brigade) or other units (for example, an aviation brigade) to ensure that combined arms training is effected.

HHC or HHD Maneuver/Collective Training Strategy. The training strategy for the HHC or HHD supports and is integrated with the command group and staff training strategy. The HHC or HHD commander develops and assesses his or her METL according to FM 25-100. The HHC or HHD commander develops long-and short-range training plans and training calendars in conjunction with the training strategy provided. Soldier training tasks and events are planned and integrated with the command group and staff training strategy. Many training events listed on the HHC or HHD training strategy can be satisfied by performance of that training by the staff sections. The HHC or HHD commander must ensure that soldier and collective tasks not included in the command group and staff strategy are planned and executed in support of the unit METL and command training guidance. For instance, drills and STXs for the communications and maintenance platoons and the HHC or HHD headquarters element must be planned, resourced, executed2, and evaluated prior to the performance of an FTX.